



Integrated Country Strategy

Ethiopia

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Approved: <INSERT MONTH DAY, YEAR>

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1. (U) Chief of Mission Priorities

The United States benefits from a strong and successful Ethiopia at peace with itself and its neighbors and able to project security and prosperity in the Horn of Africa and beyond. Ethiopia is Africa's second most populous country and longstanding U.S. partner, hosting a sizeable number of American citizen residents and visitors, publicly voicing support for many of the U.S. goals for regional stability,¹ and representing an attractive market for U.S economic and commercial interests. A large Ethiopian diaspora in the United States as well as keen Congressional interest make Ethiopia a front-burner foreign policy issue. While the conflict that began in Tigray in November 2020 has inflicted significant damage on the bilateral relationship and exacted a breathtaking human and economic toll on Ethiopia, it has not altered the strategic logic of a healthy and vibrant U.S.-Ethiopia partnership.

As the conflict stretches into a second year and spreads to additional regions, the United States faces the imperative of assisting its long-standing partner to chart a course towards peace, reconciliation, and prosperity in the wake of a period of tense bilateral relations. Unfortunately, even as the costs to Ethiopian lives and livelihoods have ballooned during the conflict, the USG toolkit is severely constrained. Development assistance has been paused in the areas of security cooperation, some aspects of democracy and governance, economic growth, and associated support to the Government of Ethiopia (GOE). Policy interventions, such as suspension of African Growth and Opportunity Act (AGOA) benefits, imposition of individual visa sanctions, and the prospect of Executive Order sanction designations, have drawn heavy criticism in Ethiopia while doing little to change GOE behavior. Like-minded partners do not speak with a single voice. The Ordered Departure (OD) of non-essential personnel and eligible family members (EFMs) from November 2021 until February 2022 hampered U.S. policy effectiveness and influence. Meanwhile, there are no easy fixes to the region's persistent challenges, from terrorism and fragile governance to recurrent epidemics and severe droughts exacerbated by a changing climate.

Reflecting central tenets of the 2021 Interim National Security Strategy (NSS), the Mission's overarching goal for 2022-2025 is to restore and revitalize the longstanding partnership between the United States and Ethiopia in a way that serves both countries' interests. As of submission of this document, the GOE indeed shows indications of a desired rapprochement with the United States. Particularly as the Embassy returned to full staffing levels in February 2022, we see a window of opportunity to repair relations while improving cooperation across a range of priorities. These include assisting our citizens and protecting borders, strengthening institutions underpinning regional stability, and building mutual prosperity and resilience. In order to restore the full economic assistance potential from the USG, the White House and U.S. Trade Representative have publicly declared a desire to witness concrete steps from the GOE on enabling humanitarian access to Tigray, negotiating an end to the conflict, engaging in

¹ GOE actions have not mirrored these public statements, particularly during the conflict.

inclusive dialogue that addresses ethnic tensions, and holding perpetrators accountable for human rights abuses and violations. Absent sustained, good-faith efforts by the GOE in these areas, our partnership remains limited.

1) U.S. Citizens and Borders: Our top priority is to assist U.S. citizens and protect U.S. borders. Frequently declared states of emergency (SOEs) have resulted in the restricted movement, and arbitrary arrest and detention of U.S. citizens, likely on the basis of ethnicity. The Mission faces perennial difficulties securing consular notification and access to our citizens detained in Ethiopia. Meanwhile, we have had to curtail visa services due to increased demand for American Citizen Services (ACS) during the conflict. Coupled with the existing COVID-related backlog, the Mission has been unable to allocate sufficient resources to ensure optimal visa services that would durably strengthen U.S. border and homeland security and reunite families. The Mission will continue to prioritize ACS, regularize visa services, and seek to address broader security challenges by engaging the GOE on regional counterterrorism efforts.

2) Peace, Security, and Democratic Institutions: Our second goal is to promote resilient peace, security, and democratic institutions in Ethiopia and the Horn of Africa. To this end, the Mission will push for an inclusive national dialogue process that seeks to heal longstanding ethnic cleavages; the administration of free, fair, transparent, and nonviolent local elections; independent and competent national, regional, and local institutions; greater press freedoms and reduced hate speech and disinformation; and improved GOE willingness and capacity to work with its neighbors and regional organizations on issues affecting regional stability. As the GOE addresses U.S. concerns surrounding the northern Ethiopia conflict and Grand Ethiopian Renaissance Dam (GERD), we may be able to resume assistance that rebuilds the GOE's capacity to respond to humanitarian crises while investing in the professionalization of the Ethiopian military and security forces and improving their human rights performance. Despite serious setbacks in these areas during the northern Ethiopia conflict, many Ethiopians are eager to resume reforms begun in 2018, with the United States as the partner of choice.

3) Sustainable Development and Mutual Prosperity: Our third goal is to promote sustainable development and prosperity through expanded and deepened partnership and mutual understanding. The United States and Ethiopia have shared global interests, including with respect to mitigating and responding to recurring natural disasters; reducing carbon emissions through increased use of green energy and climate-smart agriculture; strengthening resilience to health threats and pandemics; boosting human development for vulnerable citizens and communities; and investing in youth. With Africa's second largest market as well as nascent economic reforms and privatizations that remain a work in progress, Ethiopia offers an attractive and growing market for U.S. business with the potential for greater two-way trade and investment. With respect to the USG economic toolkit, the GOE has an enormous incentive to meet requirements enabling it to resume benefitting from the Africa Growth and Opportunity Act (AGOA), Millennium Challenge Corporation (MCC), and Development Finance Corporation (DFC). Underpinning these connections are deep and growing people-to-people

connections with the potential to accelerate commercial activity and improve the image of “brand America” in Ethiopia, while engendering mutual understanding.

4) U.S. Mission Addis Ababa: Our fourth goal is to improve Mission Addis Ababa’s management platform in a way that reinforces outstanding customer service and operational effectiveness. The Mission’s ICASS customer satisfaction scores are already above the regional average, but the consistent growth of U.S. Direct Hire (USDH) and Locally Employed (LE) staff without commensurate growth in Management support personnel puts this at risk. The Mission will reorganize target offices, such as the Facilities Management Office, and increase the engagement of LE staff to strengthen a diverse, equitable, and inclusive team.

2. (SBU) Country Context

The extensive economic and political reforms ushered in since 2018 and intended to transition Ethiopia toward a private sector-led economy and citizen-empowered liberal democracy are now in jeopardy. The pressures from the conflict in Tigray, Afar, and Amhara; the sub-regional drought; and the COVID-19 pandemic have inflicted human and economic costs. Ethiopia was highly vulnerable to climate-related shocks, and seasonal flooding and droughts have become more frequent and severe in recent years. This confluence of factors has placed enormous strain on public services and the GOE's ability to manage multiple priorities. The United States has a leading role to play in helping Ethiopia regain momentum for crucial reforms. Although the spotlight is often on the many challenges in Ethiopia and the Horn of Africa for valid reasons, our vision is to keep the numerous opportunities at the forefront of our minds and our efforts. We believe the best measure of our partnership's continued relevance and success will be the extent to which it improves the lives of citizens – both in Ethiopia and the United States.

(SBU) Strengths

- The United States is the leading humanitarian donor in Ethiopia, reaching seven or eight out of every 10 Ethiopians in need of humanitarian assistance.
- U.S. programs to enhance private sector engagement in agriculture and livestock are reducing the negative impacts of floods, droughts, and other shocks.
- The United States is also a leading donor in the public health sector, supporting efforts to combat COVID-19, HIV and AIDS, malaria, and other significant health threats.
- U.S. development programming strengthens relationships with regional governments.
- U.S. programming has produced extensive people-to-people ties between the United States and Ethiopia through its alumni, exchange, and American Space programs.
- The United States and Ethiopia have a long bilateral history.

(SBU) Weaknesses

- Development assistance has been paused in the areas of security cooperation, some aspects of democracy and governance, economic growth, and associated support to the GOE.
- Bilateral cooperation and U.S. influence with the GOE is at a low point. Public opinion, molded by a government-controlled media environment, is also low.
- The United States has found it challenging to message proactively on conflict-related issues in a way that resonates with the GOE and the Ethiopian public.
- Ordered departure significantly disrupted operations, damaged U.S. influence, and hindered fulsome engagements.

- Due to COVID-19 restrictions and staffing gaps, the Consular Section has a large immigrant visa case backlog and high nonimmigrant visa demand.
- The Management Section has significant staffing gaps stretching oversight capabilities.

(SBU) Opportunities

- The GOE and United States share a long-term interest in a strong bilateral partnership.
- The GOE created a new National Dialogue Commission, which the United States hopes can help to find meaningful solutions to long-standing ethnic and regional challenges.
- Religious leaders and organizations, including the Inter-Religious Council, continue to promote peace to address Ethiopia's many conflicts.
- The GOE seems open to improving some aspects of governance, independence of the judiciary, and rule of law, providing an opening for U.S. engagement.
- The GOE remains open to some economic governance reforms and has already made tangible progress in some areas, improving Ethiopia's attractiveness to U.S. business.
- The 2019 National Pastoral Development Plan could give greater voice to marginalized groups and create processes to peacefully resolve disputes over shared resources.
- USG and GOE share climate and environmental policy goals, creating the potential for cooperation in areas such as Ethiopia's "green legacy" initiative.

(SBU) Threats

- Armed conflict continues to undermine U.S. objectives in Ethiopia.
- Regional tensions may impact the advancement of peace and security in Ethiopia.
- Decentralized defense and security forces leave federal, regional, local, and informal militias operating with little coordination and accountability.
- Influential groups in the Ethiopian diaspora fuel ethno-nationalism.
- Social media has spread hate speech, disinformation, and destabilizing rhetoric.
- The November 2021 State of Emergency (SOE) suspended elements of the constitution and resulted in arbitrary detentions of thousands, including U.S. citizens.
- Dominant news outlets are state run, and the GOE has targeted independent journalists.
- Inflation rates exceed 35 percent and are even higher for foodstuffs.
- The GOE has responded to crises by defaulting to inefficient macroeconomic policies, making it harder for U.S. firms to do business in Ethiopia.
- Ethiopia's economy is dependent on aid and concessional financing.
- Ethiopia is landlocked, limiting the number of routes for imports.
- Ethiopia lacks strong institutional capacity to combat corruption.
- China and Russia have capitalized on the damaged U.S.-GOE relationship.
- A major drought is afflicting southern Ethiopia and the region.

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- LGBTQI+ people in Ethiopia experience intolerance and discrimination.
- Constantly changing GOE requirements hamper management support operations.
- COVID continues to create a significant burden on Embassy staffing and operations.

3. (U) Mission Strategic Framework

(U) Mission Goal 1: Assist U.S. citizens and protect U.S. borders.

- **(U) Mission Objective 1.1:** Provide optimal consular services to U.S. citizens and strengthen U.S. border and homeland security. (CDCS SpO, IR3: Rule of law and democratic institutions strengthened.) **(U) Mission Goal 2:** Promote resilient peace, security, and democratic institutions in the Horn of Africa.
- **(U) Mission Objective 2.1:**
- **(U) Mission Objective 2.2:** Rebuild Ethiopia's capacity to address internal and external humanitarian crises. (CDCS DO 1: Disaster risk management strengthened. CDCS DO 2: Resilience of vulnerable populations to key shocks increased.)
- **(U) Mission Objective 2.3:** Engage and support the professionalization and improved human rights performance of the Ethiopian military and security forces, including the Ethiopian National Defense Forces (ENDF) regional security forces, police, border police, and militias. (CDCS SpO, IR3: Rule of law and democratic institutions strengthened.)

(U) Mission Goal 3: Promote sustainable development and mutual prosperity through expanded and deepened partnerships and mutual understanding.

- **(U) Mission Objective 3.1:** Support shared global interests in sustainable economic and human development for vulnerable citizens and communities. (CDCS DO2, IR2.4: Barriers to social services reduced. CDCS DO3: Private sector-led economic growth promoted. CDCS DO 4: Sustained improvements in essential service delivery outcomes focused on women and girls.)
- **(U) Mission Objective 3.2:** Strengthen the U.S.-Ethiopian economic and commercial relationship by promoting market-oriented reforms and expanding two-way trade and investment. (CDCS DO3: Private sector-led economic growth promoted.)
- **(U) Mission Objective 3.3:** Rebuild and expand people-to-people connections between Ethiopians and Americans. (CDCS DO3: Private sector-led economic growth promoted;

(U) Management Objective 1: Improve customer service and operational effectiveness of the Management Section through reorganization and more engagement with the Locally Employed Staff.

- **(SBU) Management Sub-objective 1.1:** Improve customer service provided by the Human Resources Office, as measured by the Uniform Service Standards and the ICASS Customer Satisfaction Survey.
- **(SBU) Management Sub-objective 1.2:** Provide better oversight of USG owned and leased facilities by a rightsized, reorganized Facilities Management Office.
- **(SBU) Management Sub-objective 1.3:** Foster a stronger, diverse, equitable, and inclusive workforce and engage more with Locally Employed (LE) Staff.

4. (SBU) Mission Goals and Objectives

(U) Mission Goal 1 | Assist U.S. citizens and protect U.S. borders.

(U) Description | Ethiopia is a popular destination for U.S. citizen residents, diaspora travelers, and tourists. Assisting U.S. citizens includes providing timely, relevant, and actionable information to the U.S. citizen community in Ethiopia regarding security, personal, and environmental threats. Ethiopians seek to travel to the United States for a variety of reasons; the Mission aims to support the vibrant social, cultural, educational, economic, and governmental exchange that results from travel, and which is critical to strengthening the U.S.-Ethiopia bilateral relationship. Protecting U.S. borders ensures that all travel to the United States is legal and not detrimental to U.S. national security. The Mission will be vigilant in identifying and deterring fraud and illegal activity among consular clients, and in rebuilding relationships with Ethiopian authorities to strengthen aviation security, borders, anti-trafficking, and counter terrorism.

(U) Objective 1.1 | Provide optimal consular services to U.S. citizens and strengthen U.S. border and homeland security (CDCS SpO, IR3: Rule of law and democratic institutions strengthened.)

- (U) Justification** | Mission Ethiopia supports a community of an estimated 35,000 U.S. citizen residents and some 250,000 U.S. citizen visitors annually. Ensuring the welfare of U.S. citizens abroad is a core responsibility for the Department and its overseas missions. Due to its history, culture, natural beauty, and the large diaspora community in the United States, Ethiopia is a popular destination for Ethiopian-American retirees and businesspeople, diaspora travelers, and U.S. tourists. Located in the Rift Valley, Ethiopia is prone to earthquakes and other natural disasters, in particular flooding and droughts. The Consular Section will ensure U.S. citizens have the best access to emergency preparedness and security information through the Mission's engagement with the expatriate community and local officials, and communication via traditional outreach and social media platforms. The Mission will also seek to safeguard U.S. citizens in Ethiopia by working with the Government of Ethiopia to improve its consular access and notification protocols. As the demand for American Citizen Services (ACS) services grows, the Consular Section will review its workloads, resources, and operations to ensure maximum efficiency and consistency of services are provided to U.S. citizens. Under normal conditions, Mission Ethiopia processes approximately 2,000 passports, 700 Consular Reports of Birth Abroad, 2,000 DNA tests, 10,000 immigrant visas, and 35,000 nonimmigrant visas annually. Through continuous training of consular staff, a focus on detecting and preventing fraud, and adherence to national security priorities, the Consular Section will ensure optimal services to U.S. citizens and promote ease of legitimate travel to the United States, the protection of U.S. borders, and the prevention of illegal immigration. Working with the Regional Security Office and the Department of Homeland Security, the Mission will train and collaborate with Ethiopian authorities to strengthen aviation security, border controls, anti-trafficking, and counter terrorism.

- **(U) Linkages** | This goal links with the National Security Strategy Priority: Protect the security of the American people and the Joint Strategic Plan to protect America's security at home and abroad (Draft JSP Strategic Objective 5.1: Information and Services; Strategic Objective 5.2: Facilitate Legitimate Travel). It also links to CDCS SpO, IR3 because more professional and better trained Ethiopian customs and border officials contribute to rule of law. Finally, it supports the Africa Bureau Joint Regional Strategy (AF JRS) Objective 1.2, which relates to improving the capacity and will of security forces, including with respect to border security.
- **(U) Risks** | U.S. citizens have less access to consular services and to information on their safety and security in Ethiopia. Ethiopians seek to travel to the United States for a variety of reasons, but public perception of overly strict border controls and difficulties obtaining visas could deter legitimate travelers and increase visa fraud. Weak borders could impact U.S. national security.

(SBU) Sub-objective 1.1.1 | By December 2022, in coordination with the Public Affairs Section, increase engagement with U.S. citizens in Ethiopia to ensure the timely dissemination of safety and security information.

Key Activity	POC	Date	Indicator/Milestone
Develop strategic engagement plan	CONS/PAS	By December 2022 or sooner	<ul style="list-style-type: none"> • Publish internal strategic engagement plan. • Issue MASCOT messages within 24 hours of event. • Update CSI and Travel Advisories annually, at minimum. • Attend/host Citizen Liaison Volunteer meetings. • Number of town halls and other meetings with U.S. citizens. • Updated information and resources available to U.S. citizens on mission website. • Number of U.S. citizens who enroll in STEP.
Maintain regular communication with U.S. citizens.	CONS	Bi-annually	
Issue MASCOT messages	CONS	As needed	
Update Country Specific Information (CSI) and Travel Advisories	CONS	Bi-annually	
Reinvigorate Citizen Liaison Volunteers program and host an annual meeting with CLVs	CONS	Annually	
Maintain updated consular-related information on mission website and appropriate social media platforms.	CONS/PAS	Quarterly	

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Maintain Smart Traveler Enrollment Program (STEP)	CONS	Weekly	
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(SBU) Sub-objective 1.1.2 | Resume full consular services by August 2022.

Key Activity	POC	Date	Indicator/Milestone
Adjust American Citizens Services (ACS) to most effectively meet demand	CONS/ACS	August 2022	<ul style="list-style-type: none"> • Less than two-week wait time for any ACS service. • Accept maximum number of IV cases allowable under staffing and COVID restrictions. Prioritize and reduce backlog of priority (tier 1) IV cases. • Accept maximum number of NIV cases allowable under staffing and COVID restrictions. Accept interview waiver cases. Process referrals and priority appointments. • Request officer positions in Consular Package.
Resume immigrant visa services	CONS/IV	August 2022	
Resume nonimmigrant visa services	CONS/NIV	August 2022	
Fill LES and EFM vacancies	CONS/MGT	December 2022	
Request increase to officer staffing by one manager and one adjudicator	CONS/CA	May 2022, March 2023	

(SBU) Sub-objective 1.1.3 | Provide training to and expand collaboration with Ethiopian authorities to strengthen aviation security, border controls, and target human and other illicit traffickers and terrorist suspects.

Key Activity	POC	Date	Indicator/Milestone
Provide training to airlines and airport officials	ARSOI RSO TSA/CONS	Quarterly	<ul style="list-style-type: none"> • Number of trainings and number of participants as a proportion of the agency population.
Provide training in cyber security and on Man Portable Air Defense Systems (MANPADS)	TSA DHS	September 2022	

Provide training to document authentication offices	CONS ARSO-I	Bi-annually	
Provide training to vital registration offices (Woredas)	CONS ARSO-I	Bi-annually	
Provide training to Ministry of Education document offices	CONS ARSO-I	Bi-annually	
Provide training to federal, Addis, Ababa police and regional police	CONS ARSO-I	Bi-annually	

(SBU) Sub-objective 1.1.4 | By August 2023, Ethiopian security officials will have promoted regional Counter-Terrorism efforts by partnering with the USG to complete a border security assessment.

Key Activity	Responsible Office	Date	Indicator/Milestone
Provide training to Ethiopian Police Force (EPF)/security services in border patrol operations	RSO	Annually	<ul style="list-style-type: none"> DS/ATA conducts an assessment of current border patrol operations and follows up with training EPF/security forces in border patrol operations.

(U) Mission Goal 2 | Promote resilient peace, security, and democratic institutions in the Horn of Africa.

(U) Description | The lethal conflict between the Government of Ethiopia and armed factions in Ethiopia's north over the past year has made the pursuit of peace and stability more challenging, yet an even more critical U.S. policy goal for Ethiopia. Continued transition to a stable multi-party democracy where good governance, the rule of law, and human rights are respected and form the core of Ethiopian democracy is a long-term U.S. foreign policy objective and a focus of our diplomatic engagement. It is in the interest of the United States to bolster and enhance Ethiopia's ability to respond quickly and efficiently to both internal and external humanitarian crises to ensure peace and stability across both Ethiopia and within the volatile Horn of Africa. This is particularly relevant in the aftermath of the armed conflict and recent severe droughts, which have dramatically grown the number of internally displaced people. It will be challenging to rebuild the bilateral relationship with Ethiopian defense and security forces in the aftermath of the damning allegations of gross violations of human rights against Ethiopian military and law enforcement personnel at every level. Yet given the important role that Ethiopia has played in promoting peace in Africa in previous years as the largest contributor of UN peacekeeping forces worldwide, the Mission will focus on Professional Military Education, human rights training, and evidence-based prosecutions to reinforce restraint and commitment to the rule of law on the part of defense and security forces.

(U) Objective 2.1 | Strengthen transparent, democratic institutions that promote good governance, rule of law, peace building, and human rights principles at all levels of government and society.

- **(U) Justification |** Continued transition to a stable multi-party democracy where good governance, the rule of law and human rights are respected and form the core of Ethiopian democracy is a long-term U.S. foreign policy objective and a focus of our diplomatic engagement. The conflict in Northern Ethiopia has directly undermined the country's democratic, governance, human rights, and economic gains that it had made over the past three years and our continued engagement. The U.S. Mission continues to promote American democratic and gender equitable values and to stress that conflict, insecurity, poor governance structures, weak institutions and the lack of an open political system and a vibrant civil society threaten Ethiopia's stability. Without improved accountability in governance, strengthened institutions, a robust and inclusive national dialogue process to resolve deep rooted governance problems, and democratic development it will become increasingly difficult for the Ethiopia to thrive.

- **(U) Linkages** | These priorities and goals tie directly to the Administration’s Interim National Security Strategy which calls for increased international cooperation as democracies across the global are increasingly under siege. They are in line, specifically, with NSS Priorities: realize and defend the democratic values and reinvigorate and modernize our alliances and partnerships around the world. They also tie into Africa Joint Regional Strategy that calls for strengthened democracies and increasingly participatory and competitive elections as well as respect for the promotion of human rights and the rule of law. Draft JSP Strategic Objective 3.1: Democracy and Governance; Strategic Objective 1.4: Peace and Security. It also supports the AF JRS Goal 3 to “strengthen democracy, uphold universal values, and promote human dignity” and Objective 1.4 on addressing the root causes of conflict through long-term investments in sustainable development and institution-building. Finally, it directly links with USAID’s CDCS Special Objective, “Citizen responsive governance enhanced.”
- **(U) Risks** | Ethiopia is Africa’s second most populous country and a longstanding U.S. partner. A strong and successful Ethiopia at peace internally and with its neighbors and able to project security and prosperity in the Horn of Africa and the continent is in the U.S. national interest. An Ethiopia that is unable to resolve its internal conflicts, that is riven by perpetual insecurity, and whose economy is continually teetering on the verge of collapse would have calamitous repercussions not only for Ethiopia itself but in an already fragile and volatile Horn of Africa region.

(SBU) Sub-objective 2.1.1 | By March 2023, the GOE has selected commissioners, invited a broad range of stakeholders, established a robust framework, and launched an inclusive national dialogue process.

Key Activity	Responsible Office	Date	Indicator/Milestone
Ethiopia Support Program	USAID OTI	February 2023	<ul style="list-style-type: none"> • Inclusive national dialogue launched
Engage with all relevant actors to ascertain political developments in the national dialogue process. Advocate for an inclusive, credible process; deliver U.S. talking points on national dialogue.	Pol/Econ	February 2023	

(SBU) Sub-objective 2.1.2 | By December 2023, the National Electoral Board of Ethiopia will have administered free, fair, transparent, and nonviolent local elections representing diverse political perspectives.

Key Activity	Responsible Office	Date	Indicator/Milestone
Engage with all relevant actors to ascertain political developments in the lead up to the local elections in 2022-2023. Advocate for conduct of credible elections.	Pol/Econ	December 2023	<ul style="list-style-type: none"> Elections are more inclusive, participatory, and credible than previous races.
Provide technical assistance and training to key electoral actors in support of an inclusive and peaceful election environment.	USAID	August 2023, pending lifting of policy restrictions on support to NEBE (date of local elections TBD)	<ul style="list-style-type: none"> Local elections are conducted more inclusively with less threat of political violence than in previous elections.

(SBU) Sub-objective 2.1.3 | By December 2023, institutions at the national, regional, and local levels (such as the judiciary, the Ministry of Justice, the Ethiopian Human Rights Commission, human rights defenders, private media, and civil society organizations) operate independently and freely without fear of reprisal.

Key Activity	Responsible Office	Date	Indicator/Milestone
EHRC conducts a full investigation of human rights abuses committed in the conflict in northern Ethiopia and publishes findings	Pol/Econ INL	December 2023	<ul style="list-style-type: none"> Publication of full report (or report that supplements EHRC's initial investigation) Training that adopts some of the specific recommendations
Atrocities Prevention Training	INL OPDAT	January 2023	

	Pol/Econ		by previous and/or subsequent HR (credible/widely accepted) investigators.
USAID's FeteH activity will continue to support increased access to justice and respect for human rights through strengthening the capacity of key democratic institutions including the Ethiopian Human Rights Commission, human rights/civil society organizations, and the media	USAID ODG	August 2023	<ul style="list-style-type: none"> • Number of CSOs and media organizations receiving assistance engaged in watchdog activities, public perception and awareness creation on legal issues, justice sector reform and human rights. • Training materials will be made available (delivered) ahead of first training. • Funding for training will be secured by spring 2022.*

* - Where feasible, data will be disaggregated by age and sex

(SBU) Sub-objective 2.1.4 | By December 2023, the damaging effects of hate speech and mis/dis information are acknowledged and understood by GOE and key segments of the Ethiopian population.

Key Activity	Responsible Office	Date	Indicator/Milestone
Reinforce investigative journalism through	PAS	Apr 2023	<ul style="list-style-type: none"> • Five journalists complete virtual

training with American journalism experts			and if possible, in person training with American media expert.
Expose senior journalists to U.S. and international standards through participation in USG-funded exchange programs.	PAS	Nov 2023	<ul style="list-style-type: none"> Two senior journalist alumni of USG-funded journalism exchange programs lead sessions for Addis Ababa University School of Journalism upon their return to Ethiopia.

(SBU) Sub-objective 2.1.5 | By December 2023, the GOE will have demonstrated improved willingness and capacity to work with neighboring countries and regional institutions to resolve disputes and promote peace and security on issues surrounding the Grand Ethiopian Renaissance Dam, the Al-Fashaga arable lands, and Ethio-Eritrean relations.

Key Activity	Responsible Office	Date	Indicator/Milestone
Bring together key stakeholders on cooperative water management from Egypt, Ethiopia, and Sudan with U.S. experts through a targeted IVLP On-Demand program.	PAS ECON REO	Apr 2023	<ul style="list-style-type: none"> Three senior stakeholders from key ministries in the governments of Egypt, Ethiopia, and Sudan engage together in a customized exchange on cooperative water management and Track 2 diplomacy.

(U) Objective 2.2 | Rebuild Ethiopia's capacity to address internal and external humanitarian crises. (CDCS DO 1: Disaster risk management strengthened. CDCS DO 2: Resilience of vulnerable populations to key shocks increased.)

- (U) Justification** | Responding quickly and efficiently to both internal and external humanitarian crises is necessary in order to ensure peace and stability across both Ethiopia and within the volatile Horn of Africa. Refugees flow into Ethiopia from Somalia, Eritrea, Sudan, and South Sudan, straining public resources and creating tensions in the border zones. Within its own borders, recent severe droughts and conflict have also dramatically grown the number of internally displaced people (IDP). While Ethiopia has played a leading role in responding to regional crises, the recent northern crisis has damaged its capacity and resources for large-scale response, both domestically and regionally. USAID invests, on average, \$500 million in humanitarian assistance each year, but 2021 saw the budget expand past \$1 billion due to both human and climate crises. The capacity of the federal and local systems to effectively prepare for and manage shocks is inadequate and puts development gains at risk. It is in the interest of the United States that Ethiopia maintains its open-door policy to refugees and IDPs, particularly by reducing the fiscal burden through measures to increase refugee self-reliance. Creating better linkages between humanitarian relief and development assistance is critical to boosting the self-reliance of refugees, IDPs, and their hosting communities. These strong linkages are required both at the national and regional levels of government and will allow the country to lead its own refugee response. Our support to Ethiopia in building more resilient communities and mechanisms for responding to shocks also mitigates the risk of internal instability, buttressing Ethiopia's long-term viability as a strategic partner.
- (U) Linkages** | Mission Objective 2.2 dovetails with numerous USG priorities. With regards to the NSC, these activities will directly support Africa as it combats the threats posed by climate change by enhancing resilience in vulnerable communities. It also aligns with NDS Goal 2 and AFRICOM Goal 2. With regards to the JSP, it supports Goal 1.3, 2.2, 3.1, and 3.4. It also directly links to draft JRS Objectives 2.4, 4.2, 4.3, and 4.4. These activities will also empower the realization of USAID's CDCS, especially with regards to Objectives 1 and 2 on disaster risk management and resilience of vulnerable populations. It also corresponds with AF JRS Objective 4.3 on reducing hunger, malnutrition, and poverty by strengthening equitable and accessible resilience capacities. It links to NSS Priority: Join with the international community to tackle the climate crisis and other shared challenges.

- **(U) Risks** | Ethiopia is Africa's second most populous country and a longstanding U.S. partner. A strong and successful Ethiopia at peace internally and with its neighbors and able to project security and prosperity in the Horn of Africa and the continent is in the U.S. national interest. An Ethiopia that is unable to resolve its internal conflicts, that is riven by perpetual insecurity, and whose economy is continually teetering on the verge of collapse would have calamitous repercussions not only for Ethiopia itself but in an already fragile and volatile Horn of Africa region.

(SBU) Sub-objective 2.2.1 | By December 2023, the GOE will have made significant progress towards implementing its pledges under the Comprehensive Refugee Response Framework to promote integration of refugees with host communities.

Key Activity	Responsible Office	Date	Indicator/Milestone
As chair of the Refugee Donor Group, advocate for reinitiating the GOE CRRF Steering Committee and request progress reports.	PRM	June 2022	<ul style="list-style-type: none"> • The GOE CRRF Steering Committee reinstates regular meetings and shares reports • 30,000 refugees benefit from livelihoods and other integration activities*
Engage key stakeholders in a structured dialogue to focus attention on key deliverables for refugee integration efforts.	PRM	July 2023	

* Where feasible, data will be disaggregated by age and sex

(SBU) Sub-objective 2.2.2 | By December 2023, the GOE will have demonstrated improved capacity and commitment to effectively lead coordination of emergency response efforts.

Key Activity	Responsible Office	Date	Indicator/Milestone
Generate transparent, evidence-based estimates of people in need.	USAID	December 2023	<ul style="list-style-type: none"> • Quarterly early warning dashboard published

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Leverage NIMS to coordinate effective, timely and accountable emergency response.	USAID	December 2023	<ul style="list-style-type: none"> • GOE endorses HNO and HRP on the global timeline (by December each year) • Consensus reached on design of a multi-hazard, multi-sector early warning system • GOE uses NIMS appropriately and when needed • Number of NIMS activations and AARs • Number of partners engaged. • EDRMC convenes regular GOE-partner coordination meetings (incl. DRMTWG) • Unfettered access for humanitarian operators nation-wide • Disaster risk finance strategy developed (including resources committed for scalability) • Ministry of Finance implements fiscal risk tools and
Increase domestic resource mobilization for disaster risk management and emergency response.	USAID	December 2023	
Increase human capacity for disaster risk management and effective emergency response.	USAID	December 2023	

			budget tagging to integrate disaster and climate risk into annual budgets <ul style="list-style-type: none"> • 750 fellows placed in Ethiopia's DRM institutions and critical staffing gaps filled*
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* Where feasible, data will be disaggregated by age and sex

(SBU) Sub-objective 2.2.3 | By December 2023, the GOE will have adopted practices for internally displaced persons that ensure positive integration with host communities and that returns are voluntary, safe, and dignified.

Key Activity	Responsible Office	Date	Indicator/Milestone
Engage in working groups and high-level dialogue on durable solutions for IDPs.	USAID PRM	December 2022	<ul style="list-style-type: none"> • Commitments under the Kampala Convention and Durable Solutions Initiative upheld. GOE commits resources for durable solutions. • Number of IDP and host community children in receiving regular instruction (Both primary education and early childhood (3-6 years)).*
In partnership with the LEGO Foundation, strengthen educational support for IDP youth (early childhood and primary school) and host communities.	USAID	December 2023	

* Where feasible, data will be disaggregated by age and sex

(SBU) Sub-objective 2.2.4 | By December 2023, the GOE will have demonstrated improved capacity to lead donor coordination efforts around humanitarian aid response and development.

Key Activity	Responsible Office	Date	Indicator/Milestone
Engage in multi-donor – GOE response and recovery working groups and high-level dialogue.	USAID	December 2023	<ul style="list-style-type: none"> • Harmonized multi-sector response, recovery and resilience plan in place
Expand information and knowledge sharing between humanitarian and development actors	USAID	December 2022	<ul style="list-style-type: none"> • Percent of the 3R plan that is funded • Humanitarian assistance consistently reaches Tigray
Consolidate institutional architecture for humanitarian and development food assistance.	USAID	December 2023	<ul style="list-style-type: none"> • Activities and resources (e.g. water points) identified, mapped, and shared with all HA operators and DA actors engaged in response
Increase inclusion in humanitarian coordination systems to include local development actors engaged in response activities.	USAID	December 2022	<ul style="list-style-type: none"> • Integrated cash food response plan published and used
Build community capacity to advocate for priority interventions. Build community capacity in rangeland management, identification of flood prevention	USAID	December 2023	<ul style="list-style-type: none"> • Development actors engaged in response activities engage in cluster meetings • Number of rangelands under

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structures, surface water management, and operations and maintenance of water provision systems.			community-led natural resource management
Build government capacity to cooperate with private sector on disaster prevention and mitigation. Develop shared values on the role of the private sector in veterinary and agricultural service provision.	USAID	December 2023	<ul style="list-style-type: none"> • Number of water points successfully managed by village WASH committees • Amount of fodder produced by private sector used to mitigate drought effects • Amount of sales realized in destocking • Number of households using veterinary care.
Build capacity for health post management. Strengthen supply chain management of key health commodities. Increase cultural appropriateness of health services. Improve health seeking behaviors among needy people.	USAID Health	December 2023	<ul style="list-style-type: none"> • Amount of GOE funding committed to rehabilitating health facilities. • Number of people using health facilities* • Number of new enrollees in community-based health insurance*
Work to ensure the Refugee and Returnee Service (RRS) co-hosts regular Refugee Coordination Group (RCG) meetings with	PRM	December 2022	<ul style="list-style-type: none"> • RRS hosts six RCG meetings over the course of the year

UNHCR to engage NGOs, donors, and other stakeholders in the refugee response.			
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* Where feasible, data will be disaggregated by age and sex

(U) Objective 2.3 | Engage and support the professionalization and improved human rights performance of the Ethiopian military and security forces, including the Ethiopian National Defense Forces (ENDF) regional security forces, police, border police, and militias. (CDCS SpO, IR3: Rule of law and democratic institutions strengthened.)

- **(U) Justification** | Ethiopia's large and relatively professional defense force has been a willing and capable partner in promoting international peacekeeping and defense of Ethiopia against external threats. Ethiopia in recent years has been the largest contributor of UN peacekeeping forces worldwide, contributing more than 8,000 troops in Somalia, Sudan, and South Sudan. It will be particularly challenging to rebuild the bilateral relationship with Ethiopian defense and security forces in the aftermath of the damning allegations of gross violations of human rights against Ethiopian military and law enforcement personnel at every level—federal, regional, and local. Before more robust capacity-building efforts can resume, the Mission's focus should be on reinforcing professional values to reduce the risk that Ethiopian soldiers and police officers will perpetrate similar abuses in the future. Focusing on Professional Military Education, human rights training and evidence-based prosecutions will tend to reinforce restraint and commitment to the rule of law on the part of defense and security forces.
- **(U) Linkages** | This Mission Objective directly supports Mission Objective 1.4 of the Bureau of African Affairs' Joint Regional Strategy – Enhance shared American and African values grounded in dignity and human rights to prevent, respond to, and investigate alleged incidents by security sector actors. It also addresses Objective 3.1 of INL's Functional Bureau Strategy – Strengthen the foundations of criminal justice systems to address shared threats, promote human rights, and provide fair and equal justice to all citizens. Additionally, it contributes to two objectives within DRL's Functional Bureau Strategy – Objective 1 (Advance respect for human rights and labor rights through bilateral and multilateral diplomatic engagement and foreign assistance) and Objective 2 (Promote accountability by ensuring U.S. security assistance, foreign aid and economic policies are consistent with human rights and democratic principles). It also supports JSP Strategic Objective 3.3 (Combatting Corruption) and the U.S. Strategy on Countering Corruption. It furthers Objective 3.2 of PM's Functional Bureau Strategy – Build security, including peacekeeping, capacity of partner and ally nations, to ensure their effectiveness, long-term sustainability, and professionalism. It also supports CDCS SpO, IR3: Rule of law and democratic institutions strengthened; Draft JSP Strategic Objective 1.4: Peace and Security. It also supports AF JRS Objective 1.5 on preventing, responding to, and investigating alleged incidents by security sector actors; Objective 1.2 on improving the capacity of security forces; and Objective 1.1 on strengthening regional organizations and government institutions. It supports NSS Priority: reinvigorate and modernize our alliances and partnerships around the world.

- **(U) Risks** | An extended lapse in USG support to Ethiopia's peacekeeping operations in the Horn of Africa, or a failure to ensure persistent enabler support to those peacekeeping forces, will reduce their operational effectiveness and increase the threat that violent extremism could spread from Somalia to Ethiopia. On the other hand, failing to propose solutions to ensure respect for human rights and the rule of law among defense and security forces will most likely result in continued allegations of human rights abuses; this risk should be mitigated by carefully sequencing security force assistance so as not to move on to capacity-building programs before the requisite professional education and training courses have been dispensed.

(SBU) Sub-objective 2.3.1 | By Summer 2023, select Ethiopian National Defense Force (ENDF) officers will have completed International Military Education Training (IMET) courses in the U.S. and select ENDF units received human rights training from DOD mobile teams in Ethiopia.

Key Activity	Responsible Office	Date	Indicator/Milestone
Provide Professional Military Education to ENDF students through International Military Education and Training (IMET)	OSC	August 2023, pending lifting of security force assistance (SFA) pause	<ul style="list-style-type: none"> • ENDF students graduate from U.S. -sponsored Professional Military Education courses
Human Rights Training	OSC	January 2023, pending lifting of SFA pause	<ul style="list-style-type: none"> • DoD Mobile Training Teams deliver Human Rights Training to ENDF units

(SBU) Sub-objective 2.3.2 | By August 2023, ENDF main Peacekeeping department receives technical assistance on conduct for international peacekeepers from an embedded U.S. Peacekeeping subject matter expert.

Key Activity	Responsible Office	Date	Indicator/Milestone
Support the training and deployment of Ethiopian peacekeepers	OSC	August 2023, pending lifting of SFA pause	<ul style="list-style-type: none"> • Subject-Matter Expert support to the ENDF Peacekeeping

Ensure DoD enablers receive Ethiopian overflight clearance	DAO	October 2022	Main Department resumes <ul style="list-style-type: none"> • Uninterrupted DoD enabler support to regional PKO missions
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(SBU) Sub-objective 2.3.3 | By January 2023, regional and federal Ethiopian security force members, to include civilian leaders of the Ministry of Peace and National Defense Force, will have completed training on the professionalization of security forces, such as transparency and human rights, battlefield evidence collection, and integration of the law into military planning.

Key Activity	Responsible Office	Date	Indicator/Milestone
Crowd Control Training	INL	June 2023	<ul style="list-style-type: none"> • (ILEA) training center in Botswana
Pre-Trial Detention and Speedy Trial Training to EFP and Criminal Investigators	INL DOJ	June 2023	<ul style="list-style-type: none"> • Funding for training identified and secured • Delivery of training modules • Number of officers and investigators identified after a successful <i>Leahy</i> vetting
How to Conduct a Credible HR Violations Investigations	INL DOJ	June 2023	<ul style="list-style-type: none"> • In-person training conducted including brown bag sessions to identify and adopts specific recommendations by previous HR investigations

Atrocities Prevention/Indicator Training	INL DOJ	January 2023	<ul style="list-style-type: none"> Training that adopts some of the specific recommendations by previous HR investigators*
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* Where feasible, data will be disaggregated by age and sex.

(SBU) Sub-objective 2.3.4 | By January 2023, select GOE, regional, and/or local officials will participate in law enforcement training programs related to poaching, wildlife trafficking crimes, conservation crimes, and related corruption.

Key Activity	Responsible Office	Date	Indicator/Milestone
Basic evidence-based investigators course on wildlife trafficking related crimes	INL REO	December 2023	<ul style="list-style-type: none"> Publish a training manual that adopts critical training recommendations for government wide use.
Promote cross-border cooperation and build skill/capacity of law enforcement agencies involved in countering crimes of conservation, poaching, wildlife trafficking, and poaching through a mentorship program for wildlife law enforcement units led by the U.S. Fish and Wildlife Service.	REO USFWS	January 2023	<ul style="list-style-type: none"> Wildlife law enforcement agencies cooperate to within Ethiopia and with cross-border counterparts to identify perpetrators of wildlife crime, launch investigations, and follow through with prosecutions.
Promote professionalization of law enforcement agencies involved in countering crimes of conservation,	REO	January 2023	<ul style="list-style-type: none"> Law enforcement agencies better understand existing Ethiopian laws related to wildlife trafficking, crimes

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poaching, wildlife trafficking, and related corruption through a series of training programs.			of conservation, and trafficking-related corruption and can present data related to these crimes within the country. The agencies take action to identify perpetrators and follow through with prosecutions.
Enhance coordination and cooperation with Ethiopian law enforcement authorities in the areas of criminal fugitive apprehension and removal, and evidence gathering and mutual legal assistance in criminal investigations and prosecutions, including matters related to terrorism, drug and wildlife trafficking, cybercrime, and money laundering and financing of terrorism	DOJ OIA	January 2023	<ul style="list-style-type: none"> • Coordination and cooperation are strengthened in the apprehension, extradition, and otherwise lawful return of criminal fugitives, and in mutual assistance in criminal investigations and prosecutions. • Increase in mutual legal assistance, extradition, and utilization of cross-border investigative tools.

(U) Mission Goal 3 | Promote sustainable development and mutual prosperity through expanded and deepened partnerships and mutual understanding.

(U) Description | This goal focuses on sustainable development and prosperity through expanded and deepened partnership and mutual understanding. Ethiopia is the second-largest market in Africa by population and has the potential to be an economic powerhouse in the region; however, systemic poverty, recurring natural disasters, and the conflict have prevented Ethiopia from unleashing its economic potential as a market or as a significant exporter of goods and services. The United States and Ethiopia can work together to advance the goal of strengthened economic ties by pursuing shared global interests: acting to mitigate and respond to recurring natural disasters, reducing carbon emissions through increased use of green energy, strengthening resilience to health threats and pandemics, boosting human development for vulnerable citizens and communities, and investing in youth. Improving upon these shared goals will help U.S. businesses tap into Africa's second largest market, if GOE continues to build on its nascent economic reforms and privatizations that remain a work in progress. With respect to the USG economic toolkit, the GOE has an enormous incentive to meet requirements enabling it to resume benefitting from the Africa Growth and Opportunity Act (AGOA), Millennium Challenge Corporation (MCC), and Development Finance Corporation (DFC), as well as USAID and other programming. Moreover, deepening people-to-people connections have the potential to accelerate commercial activity and improve the image of "brand America" in Ethiopia, while promoting the mutual understanding that will be needed to overcome recent setbacks in public opinion of the United States.

(U) Objective 3.1 | Support shared global interests in sustainable economic and human development for vulnerable citizens and communities. (CDCS DO2, IR2.4: Barriers to social services reduced. CDCS DO3: Private sector-led economic growth promoted. CDCS DO 4: Sustained improvements in essential service delivery outcomes focused on women and girls. NGS Strategic Priority on Improving economic security.)

- **(U) Justification** | More than 80 percent of Ethiopia's estimated 119 million people live in rural areas, subsisting primarily on rain-fed agriculture and cultivating an average land holding size of less than one hectare. While the population remains predominantly rural, the rate of urbanization is increasing, requiring strengthened linkages between rural and urban areas. Ethiopia is highly vulnerable to food insecurity caused by a combination of factors, including droughts, low agricultural productivity, high population growth, post-harvest loss, and other systemic challenges. Poverty and vulnerability are further exacerbated by climate change-induced droughts and floods as well as widespread degradation of the natural environment, including soil and water. Ethiopia also has one of the lowest per capita electricity consumption rates in the world, which further limits opportunities and undermines resilience to natural and economic shocks. If climate-smart agricultural performance is improved, associated jobs are created, resilience to shocks is strengthened, and populations have better access to water, health, and basic education services, then rural incomes and food security will increase. USG programs and policy efforts aim to improve food security, support broad-based, inclusive economic growth, increase educational attainment, empower women to increase household food security and income, increase energy supplies, build resilience to recurrent shocks, strengthen disaster risk management, promote sustainable agriculture, protect natural resources, and provide assistance to save lives and protect the livelihoods of vulnerable populations.
- **(U) Linkages** | JSP Strategic Objectives 2.1, 2.2; JRS Objectives 1.1, 1.2. CDCS DO2, IR2.4: Barriers to social services reduced. CDCS DO3: Private sector-led economic growth promoted. CDCS DO 4: Sustained improvements in essential service delivery outcomes focused on women and girls. It also supports NGS Strategic Priority on improving economic security; draft JSP Strategic Objective 1.1: Leadership in strengthening global health security; Strategic Objective 1.2: Climate Change; Strategic Objective 2.4: Strengthen Resilience; Strategic Objective 2.2: Inclusive and Sustainable Economic Growth; Strategic Objective 3.2: Equity & Inclusion. There are multiple einvigate and modernize our alliances and partnerships around the world; elevate diplomacy as our tool of first resort; expand economic prosperity and opportunity. It also supports several AF JRS objectives including objective 4.1 on health systems, objective 4.2 on climate action, and objective 4.4 on youth.
- **(U) Risks** | Not achieving this objective could exacerbate Ethiopia's tenuous economic growth and reform trajectory, ceding U.S. economic influence in Ethiopia to the PRC, negatively impact the long-term economic relationship, and threaten progress against health, water, agriculture, energy, and climate change objectives.

(SBU) Sub-objective 3.1.1 | GOE takes significant steps to reduce emissions and increase carbon-neutral electrification in accordance with its national plan.

Key Activity	POC	Date	Indicator/Milestone
Support the GOE in achievement of reduced carbon emissions in the agriculture and energy sectors.	USAID	December 2023	<ul style="list-style-type: none"> • Number of policies adopted that facilitate low-emissions development increases • Tons of CO2(e) avoided or offset through climate-positive agriculture interventions. • Tons of CO2(e) avoided through advancement of clean energy systems • Number of farmers who adopt climate-smart agricultural practices
Increase access to electricity with private sector participation.	USAID FCS	December 2023	<ul style="list-style-type: none"> • Number of large private sector electrification deals facilitated to completion • Percentage of off-grid renewable sources increases • Frequency of electrical outages for productive usage decreases • Kilometers of new transmission lines to previously non-connected communities and households installed

* Where feasible, data will be disaggregated by age and sex.

(SBU) Sub-objective 3.1.2 | Health systems are significantly strengthened in their ability to address both routine and emergency health threats, including the pandemic.

Key Activity	POC	Date	Indicator/Milestone
Support the GOE in the extension of sustainable, clean supplies of water	USAID	December 2023	<ul style="list-style-type: none"> • Number of households with new connections/access to reliable, safe water supplies

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			<ul style="list-style-type: none"> • Number of water distribution authorities (utilities, community groups) with increased capacity to collect, treat, and commercially distribute water • Access to water in drought sensitive areas increased
Support GOE capacity to prevent, detect and respond to public health emergencies	USAID	December 2023	<ul style="list-style-type: none"> • Morbidity and mortality of Ethiopian citizens related to public health emergencies reduces • Number of emergency outbreaks that were informed based on use of Early Warning Systems increases
Support public and private health service delivery outlets to ensure access to high-quality maternal and child health services	USAID	December 2023	<ul style="list-style-type: none"> • Percentage of population with access to improved healthcare services increases • Number of Primary Health Care Units that meet minimum standards for quality services increases. • Stock out rate of essential commodities at health facilities • Prevalence rate for selected infectious diseases (HIV, TB, Malaria)
Support community engagement to increase community awareness on and demand for essential health services and drive accountable and responsive health systems	USAID	December 2023	<ul style="list-style-type: none"> • Utilization rate of quality health services increases* • Proportion of Health facilities with community representatives engaged in health service management rises • Percent of USG-assisted organizations with

			improved performance increases
Support digitization of health information systems	USAID	December 2023	<ul style="list-style-type: none"> Number of public health facilities that use digitized health information system to report health services

* Where feasible, data will be disaggregated by age and sex.

(SBU) Sub-objective 3.1.3 | The GOE takes steps to strengthen and formalize citizens and communities' land and natural resource ownership and use rights.

Key Activity	POC	Date	Indicator/Milestone
Support individual and community land titling, expropriation law, land use planning and institutional land (structural) reform	USAID	December 2023	<ul style="list-style-type: none"> Number of laws, policies, and regulations supporting land use/land right formalization adopted/advanced Number of citizens with formalized land use rights Number of pastoral community groups with formalized land use rights
Support well-planned urbanization	USAID	December 2023	<ul style="list-style-type: none"> Number of urban plans that follow best practices increased.
Support the sustainable management of critical climate affected watersheds, including but not limited to the Blue Nile basin	USAID	December 2023	<ul style="list-style-type: none"> Number of laws, policies, and regulations that support sustainable watershed management adopted Degree of siltation of the Grand Ethiopia Renaissance Dam reduced Number of sustainable management ecosystems created (forests, biodiversity hotspots, etc.)

(SBU) Sub-objective 3.1.4 | Investments in Ethiopian youth, particularly in primary and secondary education and constructive civic participation, significantly increase.

Key Activity	POC	Date	Indicator/Milestone
Empower youth to advance their own social, economic, and civic development	USAID	December 2023	<ul style="list-style-type: none"> • Number of youth groups/networks established • Number of youth initiatives for local solutions for community economic and social development are funded • Rate of youth capacity for advocacy and agency to promote sustained dialogue among rival groups increases. • Percentage increase of economic prospects for youth • Number of youth accessing essential economic and health services is expanded*
Support education services to primary school-age children in crisis and crisis-affected communities	USAID	December 2023	<ul style="list-style-type: none"> • Percentage of IDP children and youth most affected by conflict with access to learning facilities and scholastic/recreational resources* • Rate that support for psychosocial services for primary school-age children, teachers, and parents in conflict areas improves
Increase access to early childhood care and education in crisis-affected communities	USAID	December 2023	<ul style="list-style-type: none"> • Percentage by which learning and development outcomes for young children affected by conflict and crisis improves

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			<ul style="list-style-type: none">• Number of early childhood care/education providers delivering quality, play-based, safe, and inclusive services in emergency contexts*
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* Where feasible, data will be disaggregated by age and sex.

(U) Objective 3.2 | Strengthen the U.S.-Ethiopian economic and commercial relationship by promoting market-oriented reforms in Ethiopia and expanding two-way trade and investment. (CDCS DO3: Private sector-led economic growth promoted.)

- (U) Justification** | The United States and Ethiopia have long enjoyed a strong economic and commercial relationship, which benefits both countries' prosperity. Two-way trade has expanded from less than \$200 million in 2000 to around \$1.0-1.5 billion by 2021. In 2020, Ethiopia was the United States' 75th largest export destination, and the United States was Ethiopia's 2nd biggest export market. With a rapidly increasing population of over 110 million people, Ethiopia offers a growing and attractive market for U.S. companies. Since 2018, the Ethiopian government has aggressively pursued ambitious pro-market economic reforms, with the United States Ethiopia's economic partner of choice. Recently, however, the bilateral economic relationship and the Ethiopian economy have suffered a series of damaging setbacks. The COVID-19 pandemic, the conflict in northern Ethiopia, a developing drought, and decreased support from international donors have slowed economic growth from 9.0 percent in 2019 to just 2.0 percent in 2021. A U.S. government assistance freeze in response to conflict-related concerns has halted important economic cooperation from USAID, the Development Finance Corporation (DFC), the Millennium Challenge Corporation (MCC), and other U.S. agencies. In 2021, human rights concerns led to the removal of Ethiopia's eligibility for trade benefits under the African Growth and Opportunity Act (AGOA). Competitors such as China have sought to gain advantage at U.S. expense. The United States has made it clear to Ethiopia how actions on their part can restore both economic assistance and AGOA eligibility. Should those actions be undertaken, the U.S. Government can play a critical role in helping Ethiopia benefit once again from the U.S. economic toolkit, expanding two-way trade and investment, ensuring Ethiopia succeeds on its ambitious market liberalization reform path, and restoring our mutually beneficial economic and commercial partnership.
- (U) Linkages** | This supports draft JSP Strategic Objective 2.1: Economic Governance, Strategic Objective 2.2: Inclusive and Sustainable Economic Growth; JRS Objectives 1.1, 1.2. CDCS DO3: Private sector-led economic growth promoted. This is in line with NSS Priority: expand economic prosperity and opportunity and with AF JRS Objective 2.1 on encouraging the improvement of business enabling environments; AF JRS Objective 2.2 on expanding African capacity to participate in global markets; and AF JRS Objective 2.3 on improving economic governance.

- **(U) Risks** | Not achieving this objective could exacerbate Ethiopia's tenuous economic growth and reform trajectory, ceding U.S. economic influence in Ethiopia to China, negatively influence the long-term economic and commercial relationship, and threaten U.S. exports and jobs dependent on the Ethiopian market.

(SBU) Sub-objective 3.2.1 | Ethiopia meets U.S. benchmarks related to peace and human rights and resumes benefitting from the U.S. economic toolkit, including AGOA, USAID, MCC, and DFC, and other economic assistance.

Key Activity	POC	Date	Indicator/Milestone
Pending a policy decision permitting DFC engagement in Ethiopia, support the closing of pending DFC and other investment projects, and identify new DFC investment opportunities	USAID FCS Pol/Econ	December 2023	<ul style="list-style-type: none"> • At least five DFC projects reach financial close
Support Ethiopia to take steps needed to regain AGOA eligibility	USAID FCS Pol/Econ	December 2023	<ul style="list-style-type: none"> • Ethiopia improves human rights practices in accordance with AGOA eligibility requirements
Support GOE to regain eligibility for MCC Threshold Program	USAID FCS Pol/Econ	December 2023	<ul style="list-style-type: none"> • Ethiopia re-attains MCC Threshold Program eligibility by passing half the scorecard
Public messaging campaigns create positive reception for AGOA, MCC, and other economic programs as Ethiopia becomes eligible	PAS FCS P/E	December 2023	<ul style="list-style-type: none"> • Public opinion polling indicates improved awareness of AGOA/MCC benefits to Ethiopian public one year after each program becomes active
Renew MOU between GOE and USG Concerning the Development and	FCS USAID P/E	December 2023	<ul style="list-style-type: none"> • U.S. government and GOE formally renew MOU

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Implementation of Strategic Priority Projects in Ethiopia			
Carry-out capacity building activities to enhance biotechnology regulatory environment, agricultural research, and technology adoption	USAID FAS P/E	December 2023	<ul style="list-style-type: none"> GOE accepts new commercialized biotech crops

(SBU) Sub-objective 3.2.2 | U.S. and Ethiopian two-way trade and investment substantially increases.

Key Activity	POC	Date	Indicator/Milestone
Identify and develop new trade and investment prospects and solicit new/expanded U.S. partners in line with the U.S. Prosper Africa Initiative	USAID FCS FAS P/E PAS	December 2023	<ul style="list-style-type: none"> Commitments are secured from U.S. companies for at least 10 new trade and investment prospects Ethiopian private sector participates in at least five U.S. trade shows with U.S. government support The Embassy facilitates four trade delegations to/from Ethiopia
Facilitate U.S. investment in Ethiopia	USAID FCS FAS P/E PAS	December 2023	
Facilitate two-way trade through inbound and outbound sector focused trade missions.	USAID FCS FAS P/E PAS	December 2023	<ul style="list-style-type: none"> Two-way trade recovers to pre-COVID/pre-conflict levels
Reduce U.S. private sector risk	USAID FCS FAS	December 2023	<ul style="list-style-type: none"> Ethiopia sovereign credit ratings improve from non-investment

perception of Ethiopia	P/E PAS		grade to investment grade
Promote U.S. commercial exports leveraging USDA's Export Credit Guarantee Program (GSM-102) and Facility Guarantee Program (FGP)	FAS FCS USAID P/E	December 2023	<ul style="list-style-type: none"> Obtain approval for two banks in Ethiopia to handle GSM-102 and FGP transactions
Strengthen Ethiopia AmCham capacity to advocate for U.S. company members.	FCS USAID P/E	December 2023	<ul style="list-style-type: none"> AmCham membership increases by 20 percent

* Where feasible, data will be disaggregated by age and sex.

(SBU) Sub-objective 3.2.3 | Ethiopia makes further progress on market-based liberalization with increased ease of doing business, an improved investment climate, less restrictive foreign exchange controls, and continued privatization.

Key Activity	POC	Date	Indicator/Milestone
Encourage MOF and NBE reforms to enable/facilitate trade and investments including, but not limited to, DFC.	USAID FCS P/E	December 2023	<ul style="list-style-type: none"> Ethiopia World Bank Doing Business ranking rises from #29 in Sub-Saharan Africa to top 20
Support Ethiopia in the undertaking of transparent tenders/procurement processes, including for privatization of state assets.	USAID FCS P/E	December 2023	
Support and enhance the capacity of Ethiopia's regulatory agencies to formulate science-based policies, rules,	FAS USAID FCS P/E	December 2023	

regulations, standards, recommendations, and guidelines consistent with the WTO and international standards.			
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(U) Objective 3.3 | Rebuild and expand people-to-people connections between Ethiopians and Americans. (CDCS DO3: Private sector-led economic growth promoted;

- **(U) Justification** | Decades of strong American assistance to Ethiopian economic, public health and educational institutions helped forge extremely close bonds between the United States and Ethiopia through the late 1960s, but geopolitical shifts eroded many of these gains during the reign of the Derg. The coming of EPRDF to power coupled with the end of the Cold War changed the geopolitics in the Horn of Africa, enabling the U.S. to rebuild its relations and continue its assistance programs in different sectors across Ethiopia. Although the advent of PM Abiy's Prosperity Party offered the prospect of even stronger U.S.-Ethiopian relations, policy differences over the GERD and the conflict in Tigray, Afar, and Amhara Regions have greatly harmed Ethiopian public perceptions of the United States, which reached historic lows in the fall of 2021. While America's overall appeal in Ethiopia remains strong, supported in part by the largest Ethiopian diaspora in the world, the gap in relations has opened the door for other foreign influences, notably China.

In a media environment that is closely controlled by the GOE, the tone of public messaging can change overnight. Achieving and consolidating longer-term gains in public opinion, however, will require re-establishing connections to universities, schools, and other public institutions that have become frayed, empowering our active alumni community to engage on issues of mutual concern, and engaging new audiences, including among the influential Ethiopian-American diaspora.

- **(U) Linkages** | This objective aligns with Goal 3 of the 2018-2022 State-USAID Joint Strategic Plan by increasing partnerships with the private sector and civil society organizations to mobilize support and resources and shape foreign public opinion. It also aligns with CDCS DO3: Private sector-led economic growth promoted and expand economic prosperity and opportunity;reinvigorate and modernize our alliances and partnerships around the world
- **(U) Risks** | Following the historic low point in Ethiopian public opinion of the United States, the USG must tread carefully to avoid missteps, or risk blowback from Ethiopian audiences that generally respect American culture but have become extremely skeptical of U.S. policy objectives in Ethiopia.

(SBU) Sub-objective 3.3.1 | Networking and soft skill training events empower Ethiopian advocates to publicly champion shared strategic interests.

Key Activity	POC	Date	Indicator/Milestone
Alumni-led training on recognizing and countering disinformation	PAS GEC ECA	December 2023	<ul style="list-style-type: none"> • 400 non-alumni complete alumni-led training sessions • 500 non-USG alumni registered in YALI Network • 2,000 new visitors to American Spaces events*
Alumni-led registration drive expands YALI Network	PAS ECA	May 2023	
American Spaces audiences engaged as credible external voices on key topics	PAS ECA	September 2023	

(SBU) Sub-objective 3.3.2 | Expanded university linkages reinforce the U.S. position as Ethiopia's preferred international partner for education.

Key Activity	POC	Date	Indicator/Milestone
Return of Fulbright and other American Scholars to Ethiopian universities	PAS ECA EXEC	February 2023	<ul style="list-style-type: none"> • 1,000 Ethiopian graduate students mentored by American Scholars

Placement of English Language Fellows at Ethiopian universities improves English language teacher training	PAS ECA	September 2022	<ul style="list-style-type: none"> 1,500 pre-service English teachers trained by Regional English Language Office Five follow-on faculty and administrator exchanges between U.S. and Ethiopian public universities Launch of a hybrid online/in-person presentation series for alumni, in partnership with Ethiopian National Academy of Sciences Place 40-50 American scholars at five to seven prominent public Ethiopian universities that are aligned with the Mission's Higher Education Strategy*
Completion of the Leadership, Management, and Governance University Partnership Initiative	PAS	September 2023	
Amplification of U.S. experiences by Fulbright, Humphrey, and other exchange alumni	PAS	September 2022	
Resumption of the Ambassador's Distinguished Scholar Program (ADSP)	PAS	February 2023	

* Where feasible, data will be disaggregated by age and sex.

(SBU) Sub-objective 3.3.3 | Positive public opinion of the United States increases through popular cultural exchange and preservation programs.

Key Activity	POC	Date	Indicator/Milestone
Center Stage (CS) outbound arts exchange highlights U.S. respect for Ethiopian arts	PAS ECA	April 2023	<ul style="list-style-type: none"> Results of locally-conducted focus groups surveyed before and after social media campaign highlighting CS

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Ambassador's Fund for Cultural Preservation (AFCP) funding announced to restore Ethiopian cultural heritage sites damaged in the Tigray conflict	PAS ECA	April 2023	<p>tour in U.S. show increase in positive responses.</p> <ul style="list-style-type: none"> • Sentiment analysis of social media posts from Embassy and local partners about U.S. support for cultural conservation work in Ethiopia shows positive responses. • 2,000 unique American Spaces visitors registered at in person and online events • 1,500 visitors to opened AFCP sites and to websites featuring the history of the conservation projects* • Sentiment analysis of social media posts from diaspora leaders shows improved tone on U.S.-Ethiopian bilateral relationship
American Spaces re-open to anchor in person and hybrid programming	PAS	June 2022	
Embassy joins with Ethiopian cultural authorities and media to publicly celebrate conclusion of two AFCP-funded historical sites in Ethiopia	PAS EXEC	September 2022	
AF and Mission leadership establish regular engagement with the Ethiopian-American diaspora	AF/PDPA PAS EXEC	June 2022 to December 2023	

* Where feasible, data will be disaggregated by age and sex.

5. (SBU) Management Objective(s)

(U) Management Objective 1 | Improve customer service and operational effectiveness of the Management Section through reorganization and more engagement with the Locally Employed Staff.

- (U) Justification** | The Management Section continues to achieve ICASS Customer Satisfaction Survey scores that are above the regional average. However, consistent growth of U.S. and Locally Employed (LE) Staff without commensurate growth in Management support personnel has affected operational effectiveness. Rather than increasing support staff, Post seeks to realign and reorganize targeted offices first. (U) The Facilities Management Office (FAC) will see a significant change to its workload once 65 employees relocate from single family homes to a new apartment complex. Maintenance and utility services at the building are the responsibility of the landlord and will relieve FAC from water and generator fuel deliveries, routine maintenance work orders, and driving to 65 homes scattered across Addis Ababa. A review of the workload is necessary to determine how best to reorganize the office to address the changing requirements and better protect U.S. Government owned and leased facilities. (U) The increase in U.S. and local staff over the years has contributed to a rise in the workload of the Human Resources staff. Smooth operation of the office is essential to recruitment and retention of employees, obtaining diplomatic accreditations, offering training, managing benefits, and fostering a diverse, equitable, and included team. A thorough review of HR tasks, realignment of duties, and giving more authority and responsibility to LE staff will result in improved performance without hiring additional staff. (U) The Foreign Service National (FSN) Forum is the elected body representing LE staff from all agencies at Post. The LE staff perform a vital role at the Embassy and are an overwhelming majority of the Embassy's workforce. They require a means to regularly meet with and advise the Management Officer and the DCM on matters that are important to them. Enhancing dialogue with the LE staff will build a more productive partnership, rebuild relationships between American and local staff, and improve morale, and support diversity, equity, and inclusion in the workforce.

- **(U) Linkages** | E.O. 14035, E.O. 13583, E.O. 13985, E.O. 13988, E.O. 14020, and taking care of people components of the JCS and National Strategy documents. It also links to the draft JSP Strategic Objective 4.1: Workforce; Strategic Objective; 4.3: Personnel, Information, and Infrastructure. It supports NSS Priority: expand economic prosperity and opportunity and the AF JRS Management Objective on Management Objective on revitalizing the diplomatic and development workforce and infrastructure.
- **(U) Risks** | The risk of not achieving this objective is degraded USG-owned and leased facilities; a workforce weakened by lack of diversity, lack of attention to training and morale issues; and the loss of institutional memory provided by a consistent and loyal LE staff corps.

(SBU) Sub-objective 1.1 | By the end of 2022, customer service provided by the Human Resources Office will have improved, as measured by the Uniform Service Standards and the ICASS Customer Satisfaction Survey.

Key Activity	POC	Date	Indicator/Milestone
Measure HR workload by function	HR	March 2022	<ul style="list-style-type: none"> • Create metrics for each work function • Have eliminated duplicate work • Complete cross training for all HR staff
Identify functions that overlap with other MGT offices	HR GSO MGT	March 2022	
Give authority and responsibility for duties to specific individuals and train backup personnel	HR	May 2022	
Create Standard Operating Procedures for each HR function	HR	May 2022	<ul style="list-style-type: none"> • Every HR function has a written SOP
Establish mechanism to measure performance in accordance with the ICASS Uniform Service Standards	HR MGT	May 2022	<ul style="list-style-type: none"> • Each USS is measured and reported to the HRO and MGT officer on a monthly basis

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Determine whether reorganization and creation/reprogramming of positions is necessary	HR MGT	May 2022	<ul style="list-style-type: none"> New organizational chart completed
Review and amend HR hiring practices so that job vacancies and hiring processes are accessible to persons with disabilities	HR MGT	May 2022	<ul style="list-style-type: none"> Accessibility policy for recruitment is drafted and published.

(SBU) Sub-objective 1.2 | By the end of 2022, right-size and reorganize the Facility Maintenance Office.

Key Activity	POC	Date	Indicator/Milestone
Benchmark FAC workload prior to move to new apartment complex	FAC	March 2022	<ul style="list-style-type: none"> Work order data from pre-apartment move is compiled and reported FAC work orders for new apartment complex since the move is reported Report on underutilized personnel is drafted New organizational chart is drafted New position descriptions are
Determine FAC assistance required at new apartment complex	FAC	January 2022	
Analyze workload by specialty and identify LE staff positions to reprogram and/or recruit	FAC HR MGT	May 2022	
Reorganize FAC along functional lines and create LE staff leadership positions as necessary	FAC HR MGT	June 2022	

Recruit and train new LE staff	FAC HR	September 2022	<p>drafted and classified</p> <ul style="list-style-type: none"> New hires are recruited and onboarded
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(SBU) Sub-objective 1.3 | Foster a stronger, diverse, equitable, and inclusive workforce and engage more with Locally Employed Staff.

Key Activity	POC	Date	Indicator/Milestone
Establish regular meetings between the FSN Forum and the DCM and Management Officer	DCM MGT	April 2022	<ul style="list-style-type: none"> DCM and MGT officer schedule regular meetings with the FSN Forum Survey designed and published Town Halls scheduled as needed First Brown Bag discussion scheduled
Conduct survey to determine areas of LE Staff concern/interest	HR MGT	April 2022	<ul style="list-style-type: none"> LE Staff climate survey being initiated in April 2022. Staff completion rate of 80%
Connect FSN Forum and Diversity, Equity, and Inclusion Council	DCM MGMT	April 2022	<ul style="list-style-type: none"> FSN Forum and Diversity, Equity, and Inclusion Council meet.